



# **Technical Operations in Transition - DCMC Meeting The Challenge**

## **CONTRACT TECHNICAL OPERATIONS**

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# **Technical Operations in Transition - DCMC Meeting The Challenge**

- **WHAT'S HOT NOW!!**
  - **NEW ONE BOOK CHAPTERS**
    - **QUALITY ASSURANCE**
    - **PRODUCTION MANAGEMENT**
    - **CONTRACTOR RISK MANAGEMENT**
  - **RE-ENGINEERING**
    - **DD 250**
    - **QA TECHNICAL DEVELOPMENT**
  - **SMALL \$\$\$**
  - **RE-DEFINING ENGINEERING ROLE**



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# Technical Operations in Transition - DCMC Meeting The Challenge

## NEW ONEBOOK CHAPTERS

- **QUALITY ASSURANCE**
  - **CoC**
  - **Risk Management**
  - **Attachments**
    - **Commercial Contracts**
    - **Handling of into plane jet fuel samples**
    - **Vessels carrying DESC cargoes**
  - **Changes**
    - **CAO decision on signing DD 250**
    - **Key processes (critical)**
    - **CoC shall be used**



# **Technical Operations in Transition - DCMC Meeting The Challenge**

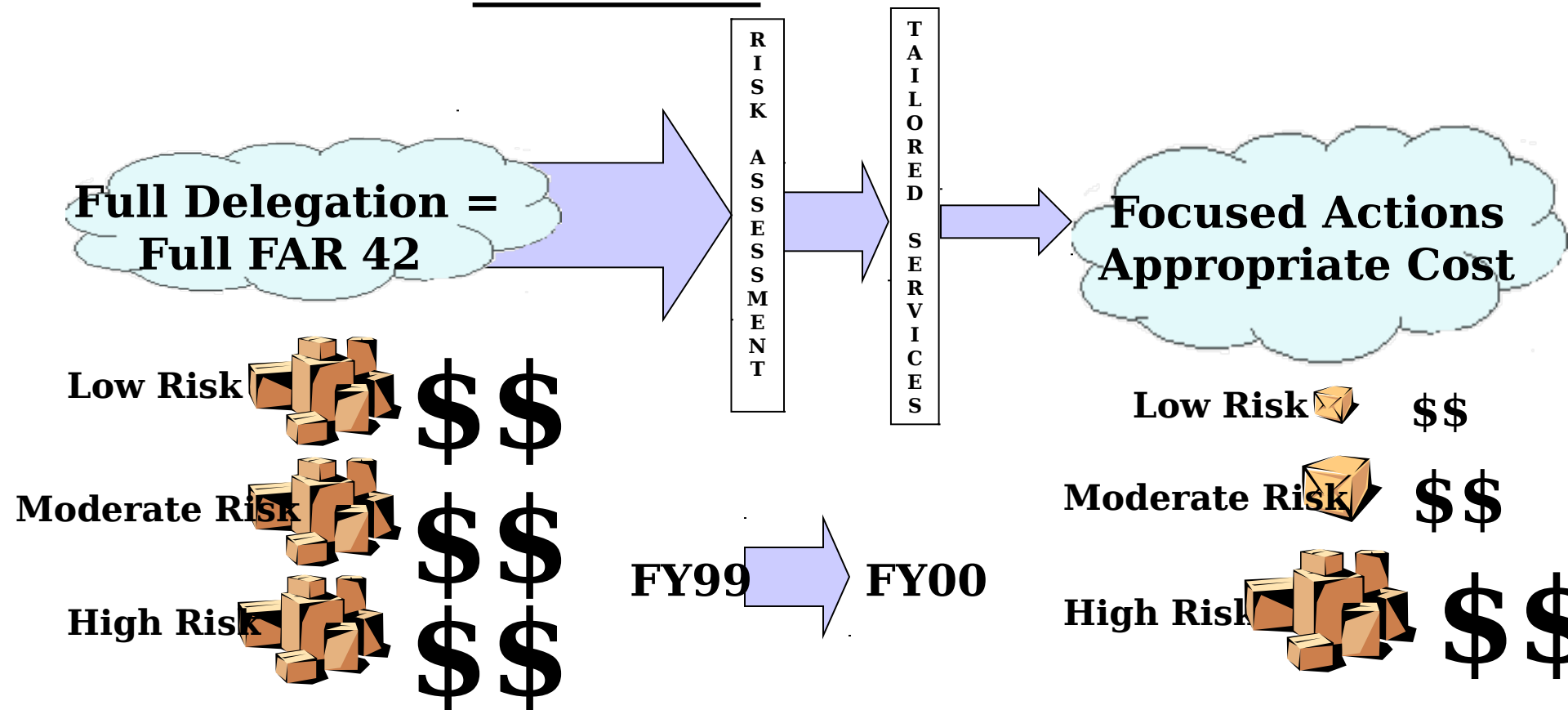
## **NEW ONEBOOK CHAPTERS**

- **PRODUCTION MANAGEMENT**
  - **Emphasis on risk based surveillance**
  - **Contract vs contract surveillance**
  - **Primary objective of influencing performance**
  - **“Surveillance shall not be reduced to only transmitting delivery data to buying activities without engaging the contractor in delivery performance improvement effort”**
- **CONTRACTOR RISK MANAGEMENT**
  - **Consolidate 15 ONEBOOK Chapters - FY 99**
  - **Incorporate PBAM - FY 99**
  - **Designing Database - FY 00**



# Technical Operations in Transition DCMC Meeting The Challenge

## Issue Transition to Risk Tailored



**Impact - Reluctance to Disengage - Comfort with Risk**



# Technical Operations in Transition

## DCMC Meeting The Challenge

### ***Improving Delivery Performance - What's the Initial Data Telling Us***

- Identifies high risk contractors
- Large variation in performance at similar CAOs
- Suggests DCMC practices at local level can influence delivery performance
- Working on identifying best practices at top CAOs

### ***Improving Delivery Performance-“How Do We Influence ?”***

- Formally requesting corrective action
- Escalate issues to management councils
- Identify root causes through process analysis
- Maintain accurate historical performance data



# Technical Operations in Transition DCMC Meeting The Challenge

## *Alerts Phase II-Release in Summer 1999*

- **Provide web based access for customers**
- **Streamlined (less inputs) processing**
- **Access data from Shared Data Warehouse (SDW)**

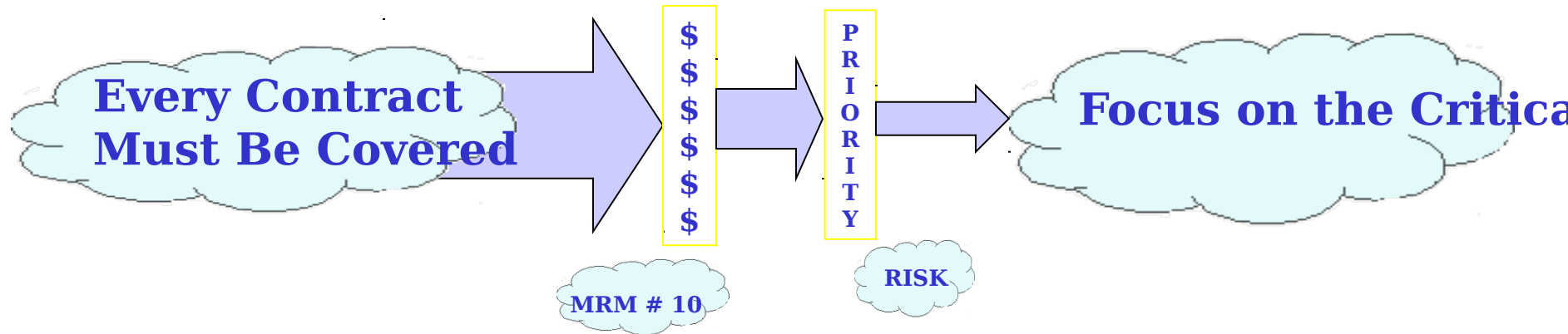
*We need you to ensure quality by ensuring  
delay notices:*

- **Clearly describe the reason(s) for the delay**
- **Include forecasted recovery dates**
- **Lists actions taken to reduce the delays**



# Technical Operations in Transition DCMC Meeting The Challenge

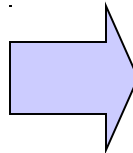
## ACCELERATE ACQUISITION REFORM BY APPLYING COMMERCIAL PRACTICES



## Action : From Everything to the Meaningful

- COMMERCIAL ITEM
- SMALL DOLLAR
- LOW RISK
- HIGH RISK
- ETC. , ETC. , ETC.

FY99



FY00

- HIGH RISK
- READINESS
- MANDATORY

**Impact** - Will Range From Negligible to Profound





# Technical Operations in Transition DCMC Meeting The Challenge

**Objective:** *"Streamline the acceptance process and move to a paperless environment"*

## Accomplishments

★ **Comprehensive, Multi-service/Agency Review Completed**

▢ **Developed 14 Recommendations to streamline and make paperless, i.e.**

- ▢ **Payment Without Invoice on Recurring Charges- May be removed**
- ▢ **Contractor EDI Capability**
- ▢ **Invoice and MIRR into a Single Electronic Document**

**Met Objectives: Yes (report in final coordination)**

## Future Actions

- ✓ **Resolve additional issues and release final report**
- ✓ **Paperless Contracting IPT to oversee implementation**

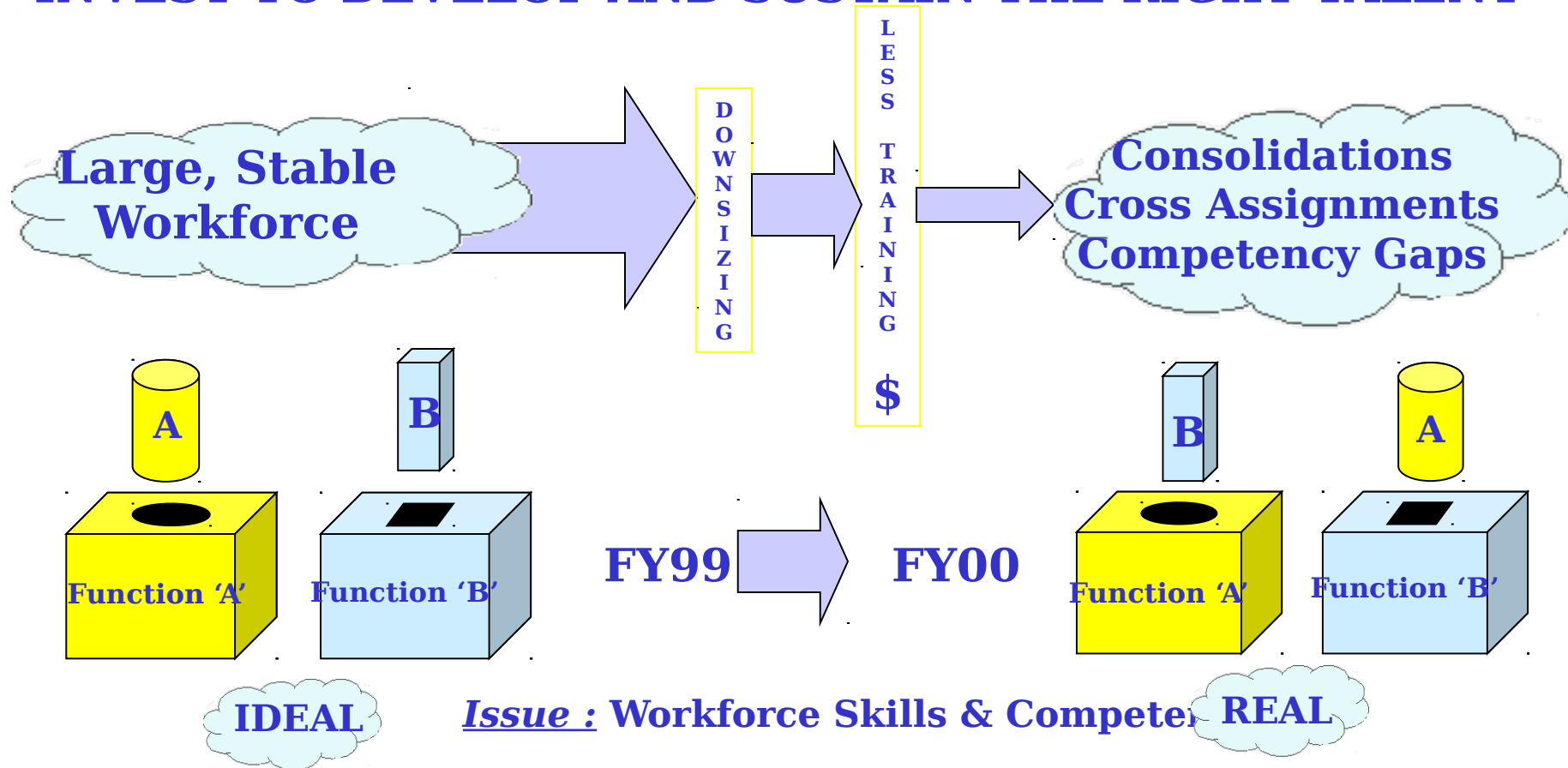




# Technical Operations in Transition

## DCMC Meeting The Challenge

**INVEST TO DEVELOP AND SUSTAIN THE RIGHT TALENT**



**Impact - Increasing Challenge for Multifunction Leaders**



# Technical Operations in Transition - DCMC Meeting The Challenge

## *OTHER TECHNICAL STUFF*

- **COMPETENCY BASED TRAINING NEEDS**
  - ID functional processes (i.e., driving training cost)
  - ID Knowledge Skills & Abilities to accomplish processes
  - Select alternate methods of obtaining KSAs
- **MILESTONE**
  - Quality Assurance - FY 98 & 99
  - Production, Contracts, Engineering, EVMS - FY 99

Bottom line: New ONEBOOK Chapter(s) will replace DLAI,DLAD,DLAM 8220

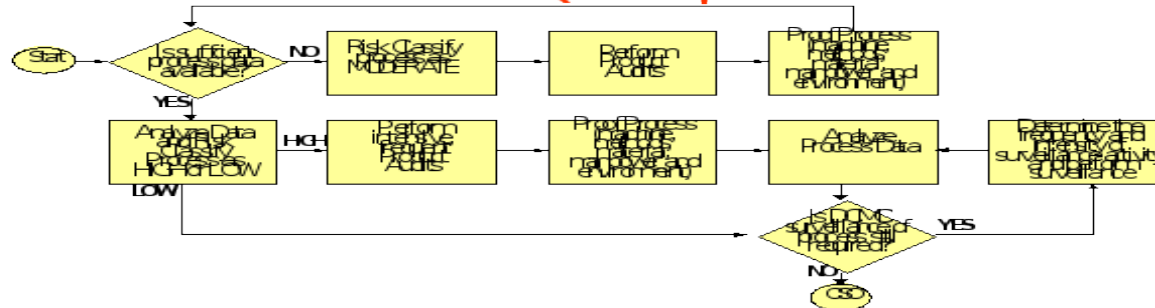
Other Business Area - 1100



# Technical Operations in Transition - DCMC Meeting The Challenge

**Commodity:** Electronics      **Code:** L4  
**FSC:** 5962  
**Products:** Micro-electronic Components and Devices  
**Processes:** Substrate Cutting, Etching, Die-attachment, Bonding, Clearing, Epoxy Cure, Vacuum Bake

## Critical Process Surveillance "What Q's are required?"



## METHODS OF OBTAINING K, S, & A's

What K, S, & A are req'd to accomplish task?		METHODS OF OBTAINING K, S, & A's							
		Bloom's Learning Level	On-the-job Training (OJT)	Computer Based Training (CBT)	Contractor Training	Commercial Vendor	College	Vocational	DCMC Developed
A.	Ability to apply Burr-Brown and/or contractual accept/reject criteria for microelectronics	3			X		X	X	
B.	Ability to comprehend and verify environmental controls (temperature, humidity, etc.)	2	X						
C.	Ability to comprehend contractor's work instructions	3	X						
D.	Ability to identify properly marked components	3	X						
E.	Ability to interpret specifications and workmanship standards	3	X						
F.	Ability to interpret test gauge indications (multimeter, oscilloscope, etc.)	3			X		X	X	
G.	Ability to pass visual acuity test	6							X
H.	Ability to read/comprehend test procedures	3	X						
I.	Ability to use inspection devices (microscope/borescope)	3			X		X	X	
J.	Ability to verify compliance to die-attachment requirements	3			X		X	X	
K.	Ability to verify compliance to secure bond requirements	3			X		X	X	
L.	Ability to verify hole size and location requirements	3			X		X	X	
M.	Ability to verify proper etching	3			X		X	X	
N.	Ability to verify proper performance of circuitry	4			X		X	X	
O.	Ability to verify test results (leak, bond pull, functional and laminate)	3			X		X	X	
P.	Knowledge of calibration practices	2	X						
Q.	Knowledge of cleaning requirements	2	X						
R.	Knowledge of Electronic Components to assure technical requirements	3			X		X	X	



# Technical Operations in Transition - DCMC Meeting The Challenge

## *ENGINEERING*

- **FROM REACTIVE TO PROACTIVE**
  - **Reluctance to Change**
  - **Lack of Knowledge of Expectations**
- **Customer Expectations**
  - **More Analysis of Contractor Processes**
- **Meeting the Challenges**
  - **Performance Base Contracting**
  - **Risk Management**
  - **AR Initiatives**



# Technical Operations in Transition - DCMC Meeting The Challenge

## *AREA OF FOCUS*

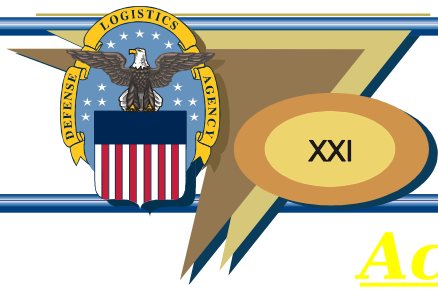
- **Predictive Data Analysis**
  - **Technical Performance Measures & EVMS**
- **Contractor Risk Based Oversight**
- **Program Integration/Management Focus**
- **Lean Concepts and Best Practices**
  - **Total Cost Of Ownership**
- **Model Based Surveillance And Acquisition**
- **Performance-based Requirements And Contracts**



# Technical Operations in Transition - DCMC Meeting The Challenge

## *SOFTWARE CENTER*

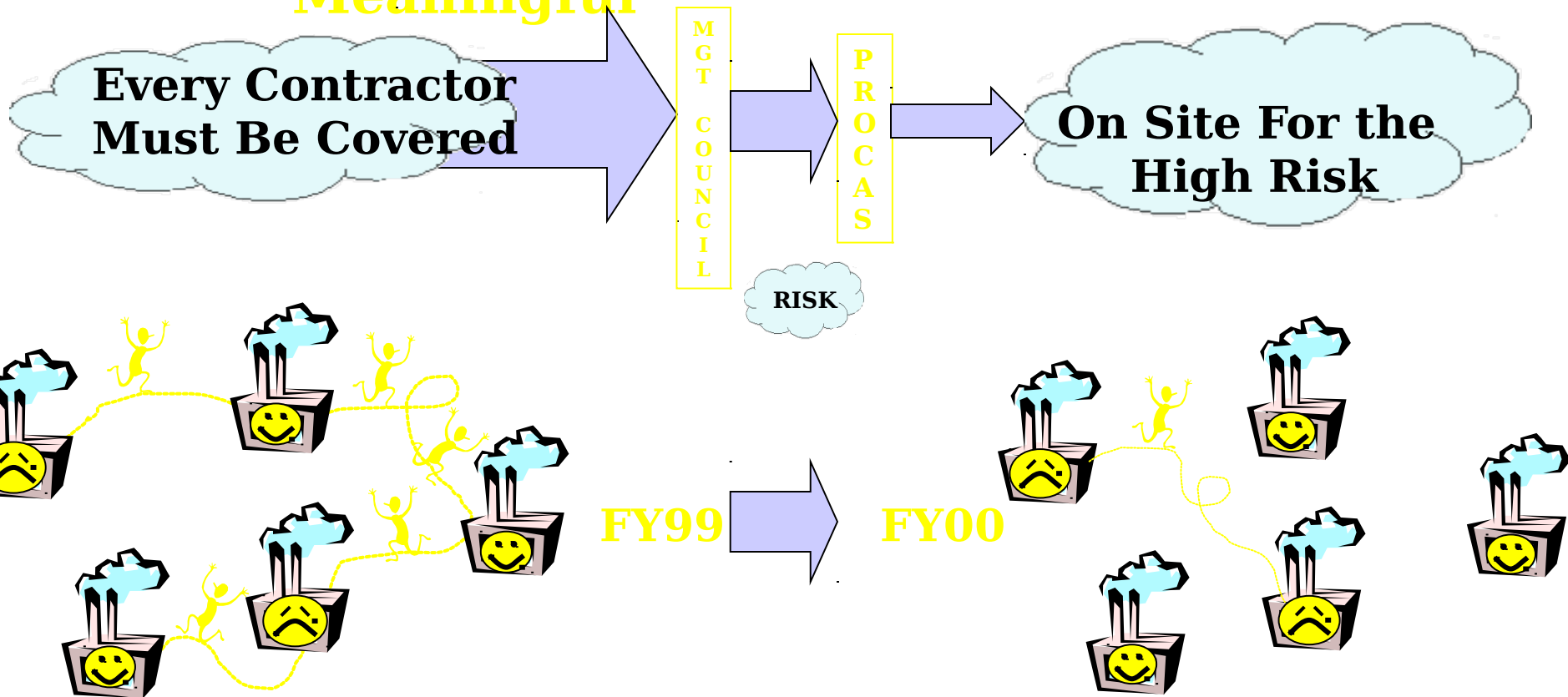
- **Move to Optimize Operations**
- **Baseline Review - Using CMM Concept**
  - **Developing Roadmap for CAO Performance Improvement**
  - **Six Pilot Sites**
  - **Kick off April 99**
  - **Command Wide Strategy - June 99**



# Technical Operations in Transition

## DCMC Meeting The Challenge

**Action : From Everything to the Meaningful**



**Impact - Resource Balancing to FTE Ceilings Will Be**





# Technical Operations in Transition

## DCMC Meeting The Challenge

### *Perceptions*

- **Too many small dollar contracts**
- **Corporate contracts have increased the volume of small dollar contracts**
- **MRM #10 is driving down the number of contracts**
- **DCMC doesn't want to do GSI**
- **DFAS Columbus invoice payments too high**
- **Increased DCMC costs for contracts paid from SAMMS**
- **Small dollar contracts have too many pages**
- **DCMC abandoning customer**



# Technical Operations in Transition

## DCMC Meeting The Challenge

### Too Many Small Dollar Contracts

- **DCMC administered small dollar contracts (< \$2,500)**
  - **Approximately 144,000 such contracts**
  - **Approximately 41% of DCMC's total contracts**  
**(But not 41% of workload!)**
- **Several DCMC organizations appear to be reliant on small dollar contracts**
- **Is 144,000 too many? Don't know yet!**
- **DCMC looking to make sure we're value-added**
  - **Small dollar study March 1999 (short term)**
  - **Unit cost management system (ongoing)**



# Technical Operations in Transition DCMC Meeting The Challenge

***Corporate contracts:  
Increased the volume of small dollar contracts***

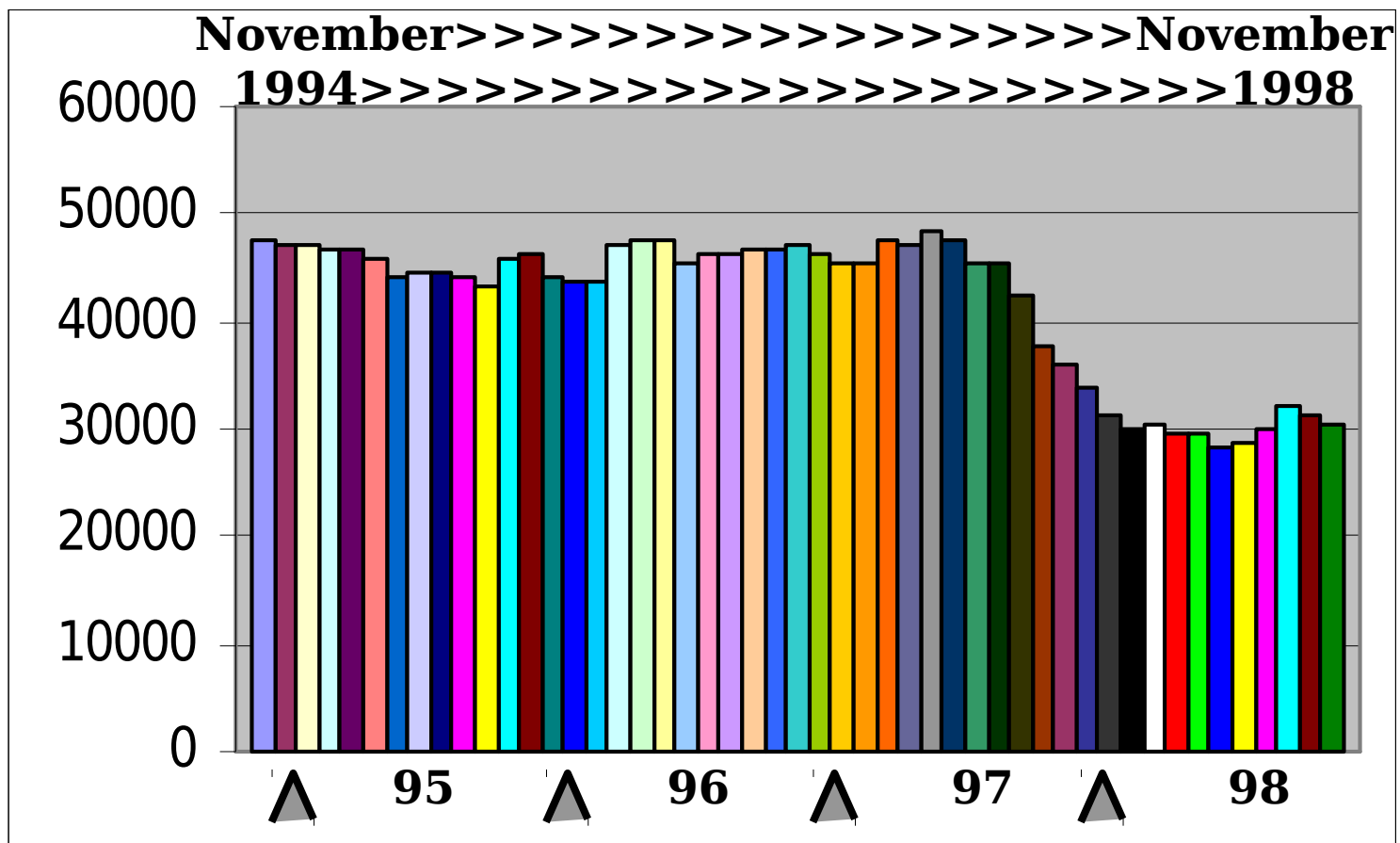
- **Overall DCMC administered contracts declined steadily since August 1997**
- **Small dollar contracts, less than \$2,500, administered by DCMC**
  - **Declined steadily 4QFY97 through 1QFY98**
  - **Stable, no upward/downward trend, since 2QFY98**
- **Data does not support the perception that small dollar contract volume has increased**



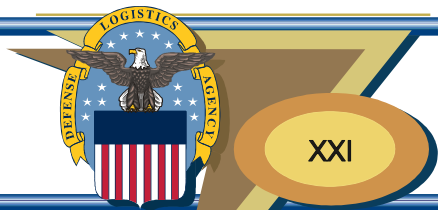
# Technical Operations in Transition

## DCMC Meeting The Challenge

## DCMC Contracts \$2.5k & Less

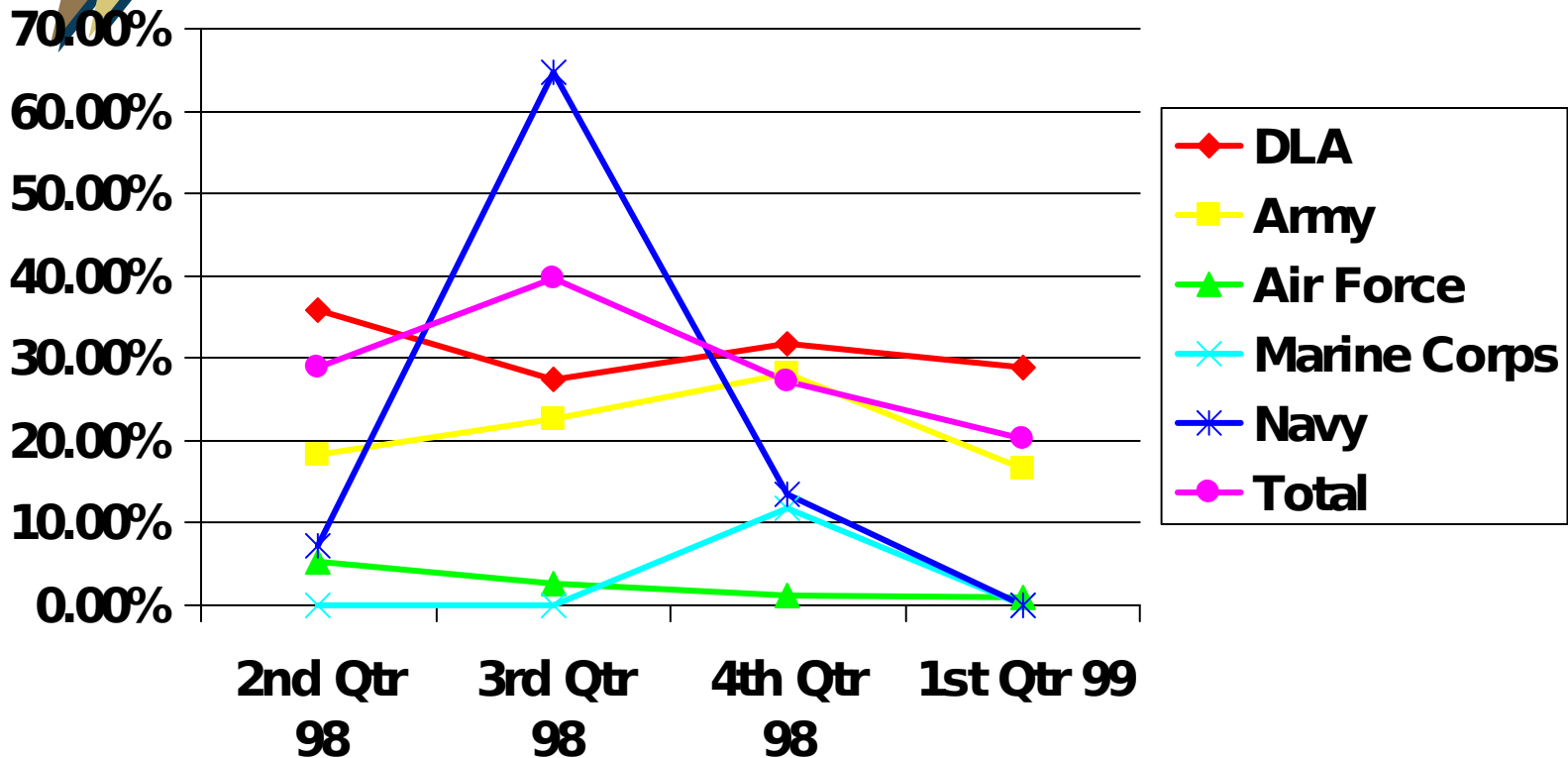


Data Sources: DORRA MOCAS Archives 11/94 - 11/98



# Technical Operations in Transition

## DCMC Meeting The Challenge



Qtr FY99	2nd Qtr FY98	3rd Qtr FY98	4th Qtr FY98	1st
Army	18.2	22.6	28.1	16.6
USAF	5.3	2.6	1.3	0.9
Navy	7.3	64.6	13.5	0
Marines	0		0	11.8
DLA	35.9	27.5	31.7	28.9

[illegible]

Data Sources: DORRA MOCAS Archives 11/94 - 11/98



# Technical Operations in Transition

## DCMC Meeting The Challenge

### ***DCMC is abandoning Source Inspection***

- **NO! But we do want to make sure it's value added**
  - **Costs us about \$114 per small contract**
- **Supplier excellence in lieu of supply management**
- **Using proactive approaches to surveillance**
  - **Risk management - cost, schedule & performance**
- **Pushing increased reliance on good contractors**
  - **Contractor self oversight**
  - **Certificates of conformance**
- **Looking for other ways to engage**
  - **By supplier vice contract**



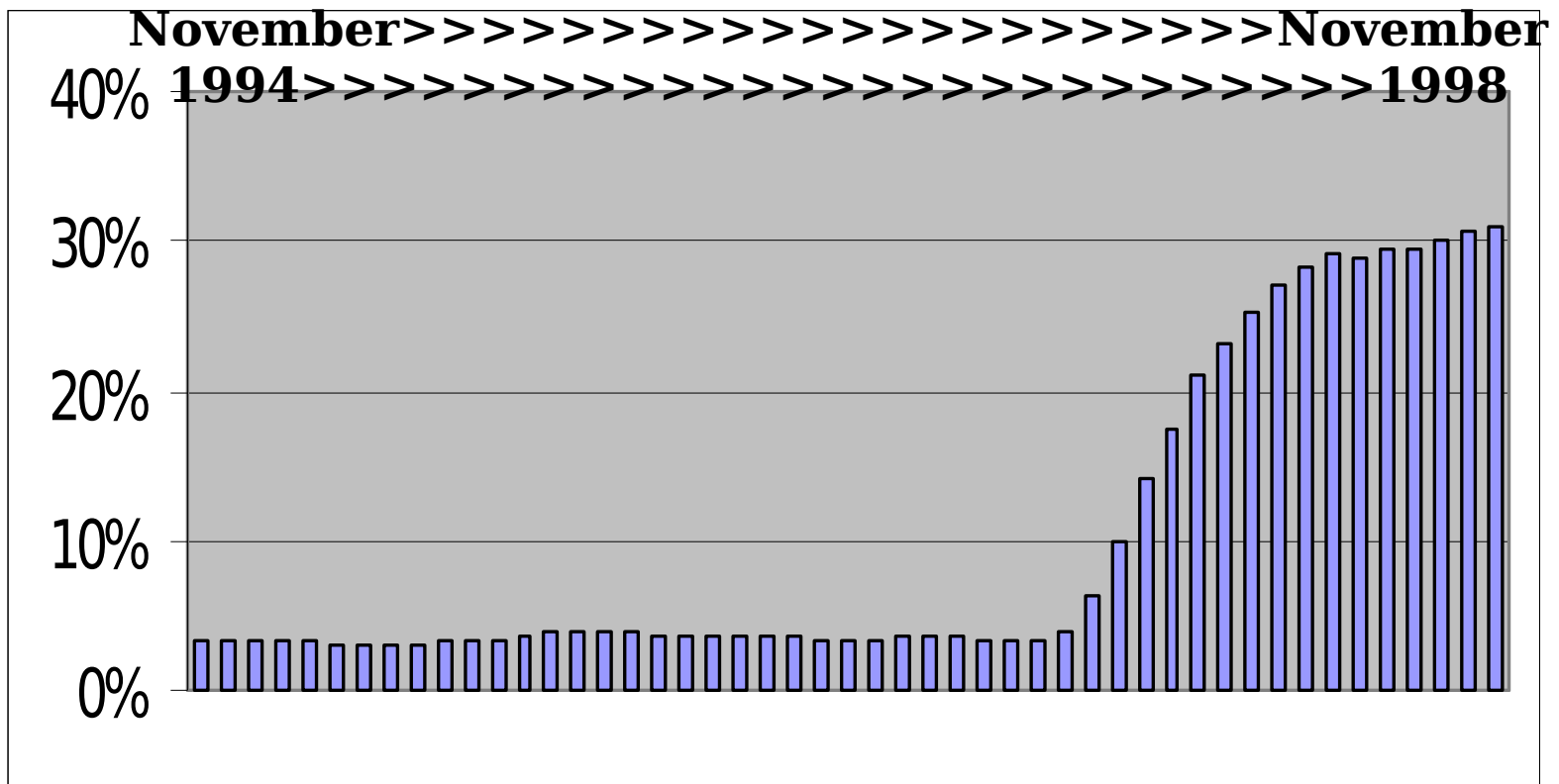
**Supplier Excellence**



# Technical Operations in Transition

## DCMC Meeting The Challenge

## *DCMC ODO Percentages*







# Technical Operations in Transition

## DCMC Meeting The Challenge

### DFAS Columbus Invoice Payments Too

#### ➤ DFAS Payments/MOCAS Charges

- FY99      Electronic \$101.68  
                 Other \$117.25
- FY98      \$90.76

#### ➤ ODO Payments/SAMMS Charges

- FY99      Electronic \$7.23  
                 Paper \$10.40
- FY98      \$13.51

*This is why  
we did it - to  
save you money  
- started  
Aug 97*

• ODO = Payment  
from SAMMS vice  
MOCAS

• Most DLA  
contracts are ODOs

• ODO Contracts  
around 30% (of  
total DCMC)



# Technical Operations in Transition - DCMC Meeting The Challenge

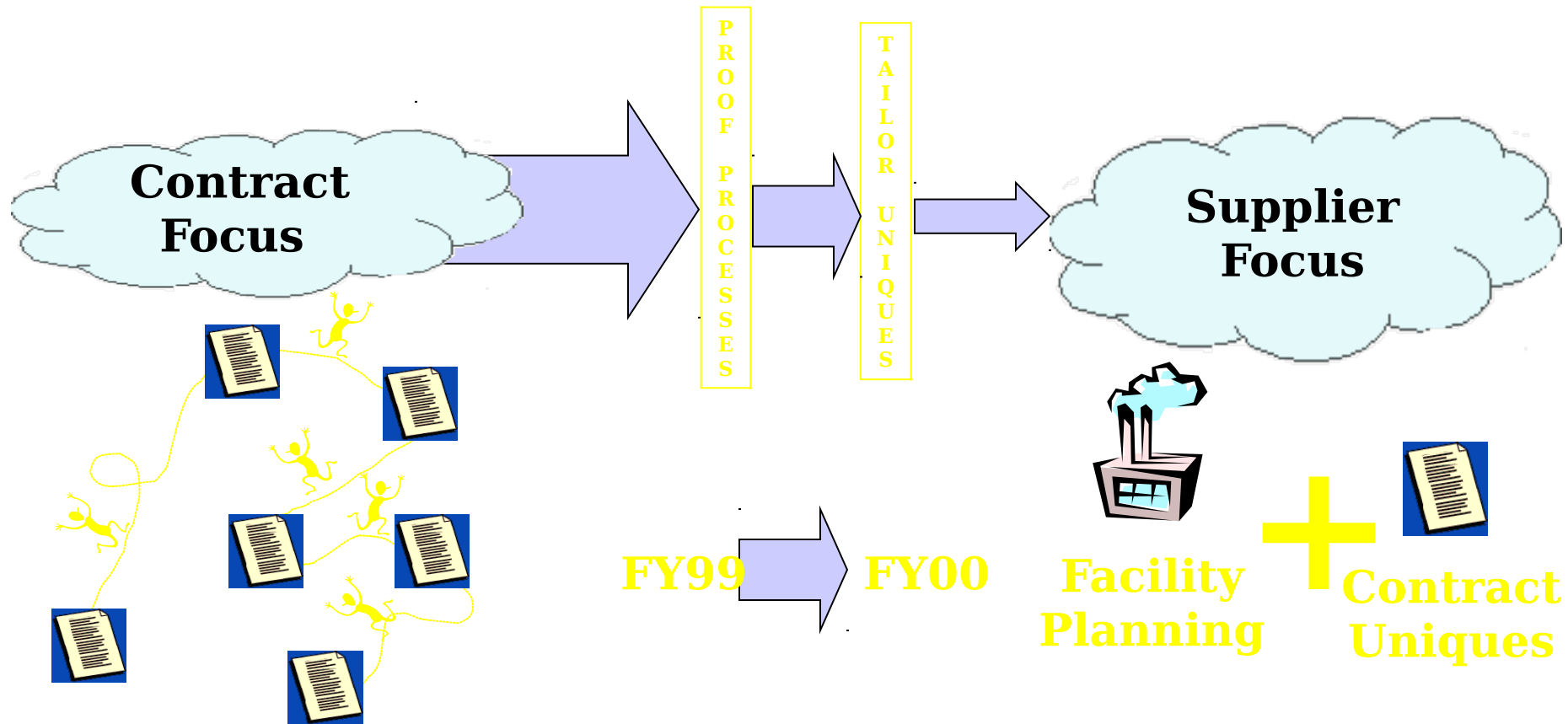
## ➤ TOOLS TO MANAGE

- Production Management
- Small \$\$\$
- Engineering
- Quality Assurance



# Technical Operations in Transition DCMC Meeting The Challenge

**ACCELERATE ACQUISITION REFORM BY APPLYING  
COMMERCIAL PROCESSES AND PRACTICES**



**Issue**

**Impact - Workforce Re-ed**



# Technical Operations in Transition DCMC Meeting The Challenge

## Right Time Metrics (1.1.2/1.1.3)

### How Do You Rate ?

- **For On-time delivery rates (1.1.2) use:**
  - "On\_time2.imr" for detailed CAO data**
  - "Ot\_sum.imr" for summary rates of all CAOs**
- **For number of delinquencies (1.1.3) use:**
  - "Del\_cnt.imr" for detailed CAO data**
  - "Del\_sum.imr" for summary rates of all CAOs**
- **For FY 99 trend data of all CAOs, download from:**  
**[www.dcmc.hq.dla.mil/teaminfo/aqog/initiati.htm](http://www.dcmc.hq.dla.mil/teaminfo/aqog/initiati.htm)**

\* Imr files can be downloaded from <ftp://160.147.213.30/metrics/reports>

\*\* Handouts provided



# Technical Operations in Transition

## DCMC Meeting The Challenge

Measuring Delivery Performance Detailed "On\_time2.imr" Impromptu Query

QUERY SUMMARY		ON TIME DELIVERY RATE (METRIC 3.7.1)						
Delinquent Schedules: 1340		FY 99 BUSINESS PLAN TASK 1.1.2						
Schedules Due: 2660		CAO: WB						
On-Time Rate: 49.62%		Starting: 1998-10-01 Ending : 1998-10-31						
Report: U:\MYFILES\DIRAMS\REPORTS\IMP390		Report Date: 12/14/98						
Contract Number	CLIN	Delivery Schedule Date	Delivery Schedule Quantity	Scheduled Quantity Shipped	Delqt Count 1= Dlt 0= Not Dlt	CAR Sec	IS/CMA CODE	ACO CODE

CAGE: 001A6 TRITON SERVICES INC

N0001496D2013 0002	0002	10/9/98	2	0	1	1	KJD	KJA
N0017497D0010 0005	0001	10/30/98	1	0	1	1	KJD	KJA
N0017497D0010 0005	1423DD	10/30/98	1	0	1	1	KJD	KJA
Schedules Due: 3		Schedules Delinquent: 3				On-Time Rate: 0.00%		

CAGE: 00997 SCANDIA MFG CO

N0010496CFA63	0001AA	10/31/98	2	0	1	1	KBJ	KBC
N0010498PFE81	0001AA	10/28/98	1	0	0	2	KBJ	KBC
N0010498PFF64	0001AB	10/30/98	1	0	1	1	KBJ	KBC
N0010498PFH72	0001AA	10/13/98	7	7	0	2	KBJ	KBC
N0010498PFJ75	1423DD	10/1/98	1	0	1	1	KBJ	KBC
N0010498PFJ75	A002	10/1/98	2	0	1	1	KBJ	KBC
N0010498PFJ75	A003	10/1/98	2	0	1	1	KBJ	KBC
N0010499PFA27	1423DD	10/21/98	1	0	1	1	KBJ	KBC
N0010499PFA27	A002	10/21/98	2	0	1	1	KBJ	KBC
N6660497C1982	0001	10/4/98	4	4	0	1	KBJ	KBC
N6660497C1982	0004	10/4/98	2	0	1	1	KBJ	KBC
N6660497C1982	0016	10/4/98	16	16	0	1	KBJ	KBC
N6660497C1982	1423DD	10/4/98	1	0	1	1	KBJ	KBC
SP074098M8450	0001	10/20/98	23	23	0	2	KBJ	KBC
Schedules Due: 14		Schedules Delinquent: 9				On-Time Rate: 35.71%		



# Technical Operations in Transition

## DCMC Meeting The Challenge

Measuring Delivery Performance  
 CAO Summary "OT\_SUM" Impromptu Query

<b>DCMC On Time Deliveries</b> <b>Business Plan Task 1.1.2; Metric 3.7.1</b> REPORT PERIOD: 1998-11-01 THRU 1998-11-30 Report Date: 1998-12-14 Report: \\JMYFILES\DIRAMS\REPORTS\IMP39\OT_SUM.IMR			
<b>DISTRICT: EAST</b>	<b>Schedules</b>	<b>Schedules Delinquent</b>	<b>On Time Rate</b>
DCMC ALLIED SIGNAL	58	19	37.24%
DCMC ALLISON ENGINE	96	42	56.25%
DCMC APMO/AIRCRAFT PMG MGMT	8	8	3.00%
DCMC ATLANTA	3602	1477	59.00%
DCMC BALTIMORE (VA)	7252	4554	37.20%
DCMC BALTIMORE-D.C. MD	1558	818	47.50%
DCMC BIRMINGHAM	1451	830	42.80%
DCMC BOEING HELICOPTERS	214	96	55.14%
DCMC BOSTON	1698	1198	29.45%
DCMC BOSTON-MANCHESTER	407	214	47.42%
DCMC CLEARWATER	499	130	73.95%
DCMC CLEVELAND	3561	2135	40.04%
DCMC DAYTON	1339	637	52.43%
DCMC DETROIT	726	357	50.83%
DCMC GE AIRCRAFT ENGINES-EVAND	238	41	32.77%
DCMC GE LYNN	260	84	37.69%



# Technical Operations in Transition DCMC Meeting The Challenge

## ***Alerts Metrics Cube Development Status***

**Goal 1.1.8 - FY99 CPSS Response Timeliness 95%**

- **Powerplay Cube Currently being field tested**
  - **Allows Easing Monitoring**

**Goal 1.1.4 - FY00 Delay Notice coverage,  
timeliness, and accuracy**

- **Powerplay Cube Early Development**



# Technical Operations in Transition

## DCMC Meeting The Challenge

### *Increased DCMC Costs for ODO Contracts*

- **Supposed to enter MOCAS automatically**
  - **Mucho problems, so manual input**
  - **Fixes in works**
- **Used to close automatically**
  - **DFAS wouldn't permit, so manual close out**
  - **Fixes in works**
- **Hence increased costs for us**
- **Bottom line: Most cost is input and closeout !!**
  - **Question: Is it value added?**
- **Impact to be assessed during site visits March 1999**





# Technical Operations in Transition DCMC Meeting The Challenge

## *DCMC DLSC Purchase Card Test*

- **DLSC: DISC, DSCC, DSCR**
- **DCMC: Baltimore/Manassas, Bell Helicopter & South Bend**
- **Three test contracts w/ 5,057 delivery orders**
- **Current status**
  - ✓ **Total shipments - 10,900**
  - ✓ **Total payments to contractors - approximately \$39M**
- **Test successes**
  - ✓ **100% On time delivery**
  - ✓ **99.6% of contractor payments 3 days or less**
- **Military services interested in duplicating to**



# Technical Operations in Transition

## DCMC Meeting The Challenge

### ***Small Dollar Contracts Have Too Many Pages***

- Length of purchase orders causes input inefficiencies
- Joint DLSC/DCMC IPT is addressing issue
- Estimated completion date March 1999
  - Planned solution: increase use of clauses incorporated by reference
  - Now developing website for full text of clauses
  - Illustrates successful DLSC/DCMC teaming



# Technical Operations in Transition -

## DCMC Meeting The Challenge

MRM #10s

***Driving down the number of contracts***

- Numbers of contracts (including small \$) administered by DCMC are declining
  - MRM 10 is contributing factor
- Increased flexibilities worked
  - FAR being changed to give PCOs more flexibility in QA efforts (deviations out already)
  - PCOs changing designations as appropriate
- Source inspection the #1 reason for giving contracts to DCMC
- MRM 10 question: Is source inspection really necessary? Especially on small contracts?



# Technical Operations in Transition - DCMC Meeting The Challenge ***MRM 10 Impact and DLSC***

- Reviewed 413,290 NSNs with source inspection
- Changed 147,611 / 35.7%
- But some DLSC changed parts are reverting back
  - FMS designations
    - ✓ Confusion concerning FOB and GSI
  - Contract kinds and duration
    - ✓ BOAs and long term contracts
  - Contractor requests
- DLSC issuing guidance to PCOs



# Technical Operations in Transition DCMC Meeting The Challenge

## *INVESTMENT GOAL 2.2.4*

➤ **Develop a strategy to meet overall MRM #10 directives and projected resource reductions using available options**

➤ **Develop action plans for strategy implementation**

- **60 day plan**
- **180 day plan**



# Technical Operations in Transition DCMC Meeting The Challenge

## *AVAILABLE TOOLS/OPTIONS*

- **Contractor Self Oversight (CSO)**
- **Alternative Release Procedures (A)**
- **Certificate of Conformance (CoC)**
- **Direct Vendor Delivery (DVD)**
- **Contractor Risk Assessment**
- **Combinations Listed**

Options can be contractor, contract, process, or product specific where feasible



# Technical Operations in Transition DCMC Meeting The Challenge

## *IMPLEMENTATION STRATEGY*

- **Reduce source inspection at all contractors to value-added activities only**
- **Use the available options to the maximum reasonable extent**
- **Piggy-back on prime contractor supplier quality management when cost effective**



# Technical Operations in Transition DCMC Meeting The Challenge

## TEAM STRATEGIES

- **Team use a parallel approach based on specific contractor selection criteria**
- **Focus on larger contractors. It offers a better return for time invested**
- **Identify smaller, more commercially oriented contractors. It offers**





# Technical Operations in Transition DCMC Meeting The Challenge

## ***CONTRACTOR SELECTION CRITERIA***

- **Multiple programs**
- **Single commodity producer**
- **Commercial commodity producer**
- **Non-complex product lines**
- **Low contract volume, non-critical items**
- **Certificate of Conformance clause**
- **Low risk ratings**



# Technical Operations in Transition DCMC Meeting The Challenge

## *DEFINE SUCCESS*

➤ **Success is realized when all Teams are performing proficiently and all contractors assigned to the DCMC CAO are producing quality products with the minimal amount of Government effort**



# Technical Operations in Transition DCMC Meeting The Challenge

## *DEFINE SUCCESS*

- **Establish internal goals**
  - ▮ **2 reductions in 60 days (stretch goal)**
  - ▮ **10 reductions in 180 days (stretch goal)**
  - ▮ **20 reductions in 360 days (stretch goal)**



# Technical Operations in Transition DCMC Meeting The Challenge

## *TEAM NORTH - ACTION PLAN*

### Profile Contractor Base

Contractor	PBAM Rating	Second Party	Third Party	SOQ	CSO	ARP	DVD	CoC
1. ABC CORP	L	Boeing-D1 9000	ISO 9001-X	X	X			
2. DEF CORP	L	FAA	AS 9000-X	X	X			
3. GHP CORP	L			X				X

### Product & Manufacturing Assurance Risk

Contractor	Quality Req Risk	Product Risk	Process Risk	Quality History
1. ABC CORP	L	L	L	Excellent history; Gold supplier; Mature
2. MCP CORP	L	L	L	Distributor; commercial

### Tracking Actions

60 Days    180 Days    360 Days

Contractor	Start	Comp	Start	Comp	Start	Comp	Options Selected	Rationale
1	X					X	CSO	excellent history; MOA
2	X	X					CoC	Non-complex; excellent history



# Technical Operations in Transition DCMC Meeting The Challenge

## *CHARGING - FIRST STEPS*

- **GET ALL EMPLOYEES INVOLVED**
- **Gap Analysis**
  - **Baseline options with data**
- **MRM # 10 Focusing Project**
  - **Teams seek out every opportunity**
  - **Improve risk analysis in during contract**
- **Training as necessary - Data Analysis**



# Technical Operations in Transition

## DCMC Meeting The Challenge

- **QUALITY ASSURANCE**
  - **RIGHT ITEM**
    - **FY 00 new metric linked to contractor management data base**
  - **STATISTICAL GUIDE**
  - **SURVEILLANCE PLAN GUIDEBOOK**
  - **PERFORMANCE BASED BUSINESS ENVIRONMENT GUIDE**

**ALL ON TEAM PAGE**



# Technical Operations in Transition DCMC Meeting The Challenge

## ***GOOD NEWS - Product & Manufacturing Assurance Training***

- Training developed to assure One Book compliance and reduce IOA findings.
- Two training packages - IS and QA.
- Courses fine-tuned and SFAs trained the week of January 25.
- Training mandatory for CAO specialists and leaders.
- Training commenced week of February 8.
- Goal - complete by August 31, 1999.



# Technical Operations in Transition DCMC Meeting The Challenge

## *SFA - TOOL BOX*

- **HOME PAGE**





# **Technical Operations in Transition - DCMC Meeting The Challenge**

## **Engineering Workshops Planned FY99**

- Materials Being Prepared**
  - Will Clarify Expectation from Engineers**
  - ONEBOOK Updates Required**
  - New Performance Measures**
  - Update IOA Review Check List**



# Technical Operations in Transition - DCMC Meeting The Challenge

***SOFTWARE CENTER - 1-888- 616-7598***

- **Software Professional Estimation & Collection System (SPECS) - Down Load from Homepage Version 2.0**
- **Elimination Of Time Requirement Of 51% Commitment**
- **18 Minute Video Overview for Managers - Replaces M32A**
  - **Copies In-process of being Distributed To CAOs**



# Technical Operations in Transition DCMC Meeting The Challenge

**WE'RE MOVING FROM . . . . .**

**TASK ORIENTATION**

**To**

**PERFORMANCE FOCUS**

**STANDARD PROCESS**  
(SAME PROCESS FOR EVERYBODY)

**To**

**RISK BASED FOCUS**  
(TAILOR PROCESS TO RISK)

**The Future is *Experience-based Judgment***

**The Future is *NOW* ! ! !**